



## **City Manager Position Profile Approved September 26, 2016**

### **Introduction**

The City of Richwood, Texas is seeking applicants for the City Manager position. The citizens of Richwood adopted their first Home Rule Charter in 2013. The Charter established the Council/Manager Form of Government and established the City Manager's position. There has been one city manager since adoption of the Charter: Mr. Glenn Patton, who has recently retired following a 40 year career with the City. Mr. Patton began his career as a police officer, rose in the ranks to Police Chief, then was appointed the City's first City Manager in 2013 following the adoption of the Charter. In addition, the long-time City Secretary, Karen Shrom has retired after over 30 years of service. She remains with the City on a contract basis through this selection process.

The following profile is intended to provide applicants with a balanced view of the community, its governance, and the expectations of the Mayor and City Council relative to the City Manager position to be filled.

### **The Community**

Richwood lies in southern Brazoria County. It was incorporated in 1957. There are ten other cities in the immediate, southern Brazoria County area forming what is commonly called the Brazosport area.

The current estimated population at just over 5,000 people. Although not reflected in the population data, the City did an extensive study and determined based on water meter connections and average household size, that its population was over 5,000, sufficient to declare such and become a Home Rule city. Richwood is primarily a residential community, although economic growth is one of its primary goals. The median household income is \$63,087, and the median home value is \$116,368.

The City of Richwood has a tax rate of \$.67258/\$100 evaluation which was just below the published effective tax rate for tax year 2016. The area is served by the Brazosport Independent School District. Brazoswood High School, located near the city limits is currently a 6A high school.

Commercial/retail growth is strong but limited. Richwood is zoned. The City Council has created an economic development corporation, but as yet there is no additional sales tax dedicated to economic development.

The City does have ¼ percent dedicated to Street Maintenance and ¼ percent dedicated to a Crime Control and Prevention District. The County has a ½ percent sales tax dedicated to property tax reduction, bringing the total sales tax in the city to 8.25%.

The economy of the area is strong. It is industrial and port driven. Dow Chemical has a very strong presence, and associated industries are also located in the area. Freeport hosts one of the largest and busiest ports in Texas. This provides a good economy for Richwood to grow as well. There is sufficient land in the city limits and ETJ for economic growth.

## **Governance Structure**

- **City Charter.** The City of Richwood is a Home Rule City, governed by a City Charter adopted in May 11, 2013 in accordance with the laws of the State of Texas. The Charter designates the form of government as the Council/Manager Form of Government. The governing body consists of the Mayor and six Councilmembers.

The Charter has not been amended since its initial adoption. However, the Charter does call for the appointment of a 5-member Charter Review Commission every two years. This will be the first year for that Commission to serve.

- **Mayor and City Council members.** The Mayor is elected at-large. All five Council members are elected at large by position. All elected officials are elected by plurality vote.

The Charter designates the Mayor as a full member of the Council, but gives the Mayor the ability to vote only in the case of a tie. The Mayor performs other official duties outlined in the Charter. The City Council appoints the City Manager, City Attorney and Municipal Court Judge. The City Council approves the appointments by the City Manager of Department Directors, including the City Secretary and Police Chief.

Following is a list of the current Mayor and City Councilmembers:

- **Mark Guthrie**, Mayor
  - **Paul Raymond**, Place 1
  - **Melissa Blanks**, Place 2
  - **Jarrold Beaty**, Place 3
  - **Lauren LaCount**, Place 4
  - **Chris Hardison**, Place 5
- **Governance Model.** The City Council has established its Vision, Mission and Core Values. In addition, they have recently established their Leadership Expectations and their expectations of the City Manager. Their governance model includes the following.

- **Vision**

“The City of Richwood is a model for safe and beautiful neighborhoods, a thriving economy with opportunities for families and businesses by being dedicated to serving our

community while providing sustainability and diversity for current and future generations.”

○ **Mission**

“To provide residents, visitors, and the business community with the highest quality of municipal services in an efficient and courteous manner, and to enhance the quality of life through planning and visionary leadership.”

○ **Core Values**

- Act as good stewards of the city resources
- Leading the city by serving our community
- Foster economic growth for today and tomorrow
- Maintain integrity through transparency
- Promote a positive quality of life for our community

● **Council Leadership Expectations**

- Come prepared for the meetings
- Do not micromanage the staff
- Communicate between the council (in accordance with the Open Meetings Act)
- Be certain the voice and thoughts of all members are heard
- Listen to each other and staff, then decide
- Communicate with staff especially on agenda items
- Use the Chain of Command through the City Manager for communications (inquiries to Department Directors are allowed, per Charter)
- Be active in the community with committees, volunteers and businesses
- Make decisions in the best interests of the citizens
- Be available to citizens
- Make positive use of social media
- Be consistent
- Be approachable
- Be fair, with integrity and ethical behavior
- Be professional
- Be friendly
- Be respectful
- Be leaders and be seen by others
- Be available to citizens and staff if when needed
- Be appreciative of the work of staff and volunteers

● **Council Leadership Expectations of Staff**

- Be leaders – not just managers
- Be competent in your job

- Be willing to grow – professional development
  - Encourage others to grow professionally
  - Communicate between each other and the City Manager
  - Keep Council informed
  - Be consistent across the board
  - Be fair and firm
  - Have high level of integrity and ethics
  - Have the best interest of the city and citizens in mind and in action ensuring good fiscal stewardship, maintaining a safe environment and good quality of life
  - Be friendly to citizens and each other
  - Be team players
- **Staff expectations of Council (as defined by Council members)**
    - Be consistent
    - Be approachable
    - Be fair and ethical with integrity
    - Be professional
    - Be friendly
    - Be respectful
    - Be leaders and be seen
    - Be available to staff and help when needed
    - Be appreciative of staff
- **Duties of City Manager.** The City Manager is the chief administrative officer of the city. The City Manager is responsible for the administration of policies set by Council, is responsible for the hiring and dismissal of all employees. The City Manager is responsible for the preparation and submission of the budget and for the financial administration and reporting.

The City Charter outlines the duties of the City Manager as follows.

#### *ARTICLE 4. - ADMINISTRATIVE SERVICES*

##### *Section 4.01. - City Manager.*

*(a) Appointment and qualifications. The City Council shall appoint an administrative and executive officer of the City who shall be responsible to the City Council for the administration of the affairs of the City. He/she shall be chosen by the council solely on the basis of executive and administrative training, experience, ability and other written City policies. No member of the City Council shall, during the time for which he/she is elected and for one year thereafter, be appointed City Manager.*

*(b) Term and salary. Unless subject to a written employment contract containing terms to the contrary, the City Manager shall not be appointed for a definite term but may be removed at the will and pleasure of the City Council by a vote of the majority of the entire City Council. The action of the City Council in suspending or removing the City Manager shall be final, it being the intention of this Charter to vest all authority and fix all responsibility of such suspension or removal in the City Council. In the case of the absence or disability of the City Manager, the City Council may designate some qualified person to perform the duties of the office during such absence or disability. The City Manager may receive compensation as may be fixed by the City Council.*

*(c) Duties of the City Manager.*

*(1) The City Manager shall be responsible to the City Council for the efficient and economic administration of the City government. He/she shall attend City Council meetings if so requested by City Council. He/she shall have the authority with the approval of the City Council to appoint and remove all department heads. He/she shall have the authority to appoint and remove all other employees in the administrative service of the City. He/she may authorize the head of a department to appoint and remove subordinates in his/her respective department. Except for the purpose of inquiry, the City Council and its members shall deal with the administrative service solely through the City Manager.*

*(2) Prepare the budget annually and submit it to the City Council, and be responsible for its administration after adoption.*

*(3) Prepare and submit to the City Council as of the end of the fiscal year a complete report on the finances and administrative activities of the city for the preceding year.*

*(4) Keep City Council advised of the financial condition and future needs of the city and make recommendations as may seem desirable.*

*(5) Perform such duties as may be prescribed by this Charter or may be required of him/her by the City Council, not inconsistent with this Charter.*

The job description for the position is attached to this profile for reference (Appendix A). Along with and included in the job description is a description of job competencies for the City Manager. This will form the basis, among other items, for performance evaluations.

The full City Charter, Code of Ordinance, City Budget, and Strategic Plan are provided in the city's website [www.richwoodtx.gov](http://www.richwoodtx.gov).

- **City Staff/Organization.** The Charter outlines the basic organizational design for the City. The current Organizational Chart is included in this packet for reference (Appendix B).

The City has a very stable and capable staff. The Council is very pleased with the organization as a whole, and is not in favor of wholesale replacement of the leadership. However, many of the employees have been with the city for quite some time. Some have announced or have recently retired. It will be important to gather as much historical information as possible, and be prepared to find qualified replacements for these retiring personnel.

Following is a list of current City departments under the supervision of the City Manager.

- **City Secretary/Finance Director**
- **Police Chief**
- **Fire Chief (volunteer)**
- **Director of Permitting and Inspections**
- **Public Works Director**

An organizational chart for the City of Richwood can be found on the City's website as well as in this packet.

## City Manager Profile

- **Personal Characteristics**

The City Council has developed its expectations for the incoming City Manager with regard to the characteristics they expect.

- **Personality.** The City Manager should be outgoing, friendly and present a professional appearance. The person should be candid and straightforward, confident, strong and assertive when needed. Possess a level of self-confidence to make difficult recommendations, while showing compassion in times of high stress. The person must be approachable by all, direct, but not confrontational. The City Manager shall adhere to the policies of the City of Richwood with regard to the use of tobacco and vapor e-cigarette products.
- **Values.** The City Manager is expected to be honest, with high morals, integrity and character. He/she should treat others as they expect to be treated. He/she should have a good work ethic, yet successfully balance work with family.

- **Management Style/Leadership Skills**

- **Leadership Style.** The City Manager should fully understand and be able to work within the governance model of the City of Richwood. He/she is expected to be a proactive problem solver by anticipating issues, working closely with the City staff to anticipate, plan for, and work toward the resolution of issues, and then be prompt and forthright when informing the Mayor and Councilmembers of the status of resolution of the issues. This person must possess and promote the motivation to succeed.

The City Manager is to provide leadership to the City Council through proactive, strategic thinking and planning. Make decisions based on long term planning, impact on the environment, and its affect on the growth and vitality of the City. Be active in proposing and defending policy recommendations in a thoughtful professional way. Be committed to implementing in a thorough and professional way the actions of the Council. Work as a team with Council and staff to anticipate and resolve issues that may arise.

The person should be politically astute, but never engage in political activities. He/she must be pragmatic, yet proactive.

He/she must be fiscally conservative and a good manager of both the city's and personal finances.

The City Manager must possess a can-do attitude of finding solutions rather than building barriers. This person must be a problem solver with the ability to conduct or direct research on issues of importance to the City.

He/she must hire and develop key staff to ensure fully trained, professional employees sensitive to the cultural diversity of the City.

The City Manager must be able to delegate to key staff, allowing them to carry out their duties, while monitoring the duties, maintaining a working knowledge of their work, and holding staff accountable for their actions, while being sensitive to issues of employee morale. He/she must be able to develop and mentor staff, motivate them, and encourage them to work as a team for the good of the City.

While being a delegator is important, it is recognized the staff in Richwood is small in number. Therefore, the City Manager must be able to perform many tasks and duties personally.

He/she must be customer service oriented with citizens and staff alike. Promote customer relations between staff and citizens, ensuring the prompt reply to citizen inquiries and requests. Be willing to encourage citizen input in the process of identifying and resolving issues. He/she must see and be seen.

The City Manager must present himself/herself in a professional manner, well-dressed and presentable during office hours and at public functions.

- **Communication Skill/Style.** The City Manager should have the ability to communicate with people at all levels of service in the City.
  - **Written/Verbal.** The City Manager should possess good writing and speaking skills in order to convey accurately issues to the citizens, Council and staff. Must be able to show a command of the English language in writing, as well as speak clearly and concisely to small and large groups of people and be technically proficient with word processing software. Must be able to handle him or herself well before the media in times of high stress, particularly during times of emergency. He/she must have a message delivery style that is clear and not flamboyant, professionally delivered, that instills confidence and trust among those receiving the message.

He/she must be able to document issues and concerns for future reference.

- **With citizens.** The City Manager should not just say, but have an open-door policy. He/she must be accessible, open and available to meet with the citizens. The City Manager must be a good listener, be able to show empathy to others problems, and be receptive to suggestions and constructive criticisms.
- **With Council.** The City Manager should anticipate events that will be of significance to the City Council and inform them accordingly. Communication should be in the form of regular reports of activities and events that have public interest or that may become public knowledge. Reports should include administrative decisions that have been made which may affect the overall organizations, and the reasons for those

decisions. Information provided should be thorough, well prepared, and provided well in advance of the decision point to Council.

The City Manager should have the ability to determine which issues are of a sensitive nature and should communicate in an appropriate format in a timely manner in order to keep Council well informed. He/she should take a “no surprises/not being blindsided” attitude about sharing information with Council.

He/she should be forthcoming, out front, and transparent in dealing with issues of a public nature, yet discreet when dealing with sensitive employee or legal issues.

- **With Staff.** Be direct, yet not confrontational, working and communicating as a team to provide quality services to the City. Work with staff to objectively identify problems, set out expectations to staff for resolving those problems, and hold staff accountable to do the work, while monitoring and mentoring where appropriate. Be a role model, supporting, leading and mentoring the staff at every opportunity. Be willing to delegate where appropriate, but pitch in as well, given the small number of employees. Be accountable to the staff. Lead by example. As with Council be transparent with staff, sharing goals, ideas, initiatives and issues with staff as a member of the City team. Be consistent and fair in the application of rules and procedures.
- **Community Involvement.** Desire and develop an understanding of the local history and culture, possess sensitivity to the diversity represented in the community and in Brazoria County. Be willing to participate in and provide leadership in community affairs. Engage the public at community events, and represent the City in a professional manner at all times. Be and show accountability to the public. Must value and celebrate the volunteers and the volunteer spirit in the community. Be involved in the organizations and alliance in the southern Brazoria County area, including the Chamber of Commerce, Economic Development Alliance. Form and maintain positive relationships with neighboring cities in the southern Brazoria County area, as well as the Brazoria County government.

Make Richwood more than just a job; make Richwood home.

- **Qualifications**
  - **Education.** The City Manager should possess at least a bachelor’s degree from an accredited college or university in a related field. (Exceptional work experience may substitute for a college degree.) Possession of a master’s degree in a related field is preferable, or in the alternative a history of continued growth in management and leadership responsibilities, such as but not limited to Assistant City Manager, and a record of and continued desire for personal and professional growth opportunities. Is or will become an active member of TML and TCMA.

**NOTE:** Broad managerial experience in a related or similar field may suffice for a college degree.

- **Experience.** The City Manager should have at least 5 years' broad experience in local government or business upper management. Knowledge of finance (municipal preferred), public works operations, infrastructure operations, water and wastewater treatment and planning preferred. Experience in capital improvements projects, as well as knowledge of state and federal grant and regulatory programs is also desired.

- **Residency**

It is preferable that the City Manager and his/her family live in Richwood. The City Council may make an exception depending on the candidate's circumstances.

- **Compensation**

- **Salary.** Depending on qualifications and experience, salary is approximately \$90,000 annually.
- **Benefits.** The City of Richwood participates in the Texas Municipal Retirement System (5%, 2:1). The City provides health insurance for the employee with dependent coverage available for additional cost. The City does not participate in the Social Security System. A car allowance (\$450/mo.) will be provided. The City will provide a phone for official use only.

## **Other Challenges and Opportunities**

There are a number of shared services and cooperative agreements between the cities in the southern Brazoria County area. Shared water supply and treatment, drainage services, EMS, police dispatch. Contracts for services include solid waste management. The City provides volunteer fire fighting services in the ETJ.

As mentioned earlier in this Profile, the City does have ample room within its city limits and EJT for growth. Economic Development is an important aspect of the City Council's desires and expectations for the new City Manager. It will be important for the applicant to include experience and successes in the area of economic development.

## **To Apply**

Apply at once by sending a cover letter, and complete resume of experience, education and background, current salary and a list of three personal references with contact information to:

Ron Cox  
Ron Cox Consulting  
120 St. Andrews  
Friendswood, Texas 77546  
281.543.0042  
<mailto:rcox@roncoxconsulting.com>

**Sending the information via email is required.**

Inquiries on a confidential basis to Ron Cox are welcome.

**Information from a candidate's resume may be subject to public disclosure under the Texas Open Records Act.**

Finalist candidates will be subject to a thorough background check to verify credentials, experience, history of financial responsibility, driving and criminal background history. Hiring policies outlined in the Employee handbook will be followed.

Additional information about the City of Richwood is available on their website at <http://www.richwoodtx.gov/>. The City of Richwood is an equal opportunity employer and does not discriminate on the basis of race, color, national origin, gender, religion, age and/or disability status in employment or provision of services.

## Appendix A

# CITY OF RICHWOOD

## Job Description

### Revised and Approved 9-26-16

Job Title: City Manager

Reports To: Mayor and Council of the City

FLSA Status: Exempt

#### Job Summary:

Serves as the chief administrative and executive officer of the City; assures that all laws and City ordinances are enforced; and does related work as required.

#### Authority and Responsibilities:

- Performs overall management of the City operations. Directs the activities of the City departments and delegates duties and activities appropriately. With the advice of the City Council, to appoint and remove all heads of departments and subordinate employees.
- Exercises control over all departments and subdivisions. Consults with department heads and supervisors regarding problems, activities, programs and issues of the City.
- Attends various meetings of staff, City Council and citizens regarding programs and activities of the City.
- Attends various meetings of staff, City Council and citizens regarding programs and activities of the City.
- Informs the Mayor and City Council of City activities of an emergency nature and periodically updates them.
- Hears citizen and employee complaints regarding the action of the City.
- Represents the City at various State, regional and intergovernmental meetings as well as at civic functions and on community boards.
- To act as budget officer and as such to prepare and submit to the City Council prior to the beginning of each fiscal year, a budget of proposed expenditures for the ensuing year, showing in as much detail as practicable the estimated amounts required for the efficient operation of each department of the city government and the reasons for such estimated expenditures.
- In addition, shall make and file a budget as required by state law.
- To recommend to the City Council the salaries to be paid each appointive officer and subordinate employee of the city.
- To keep City Council fully advised at all times as to the financial condition and needs of the city. To make a full written report to the City Council as soon after the close of each month's accounts as possible, showing the operation and expenditures for the preceding month, and a comparison of such monthly expenditures, by departments, with the monthly allowance made for such departments in the annual budget.

- To act as purchasing agent for the City and to adopt such rules and regulations regarding requisitions and transactions with the heads of the departments, officers and employees of the City as the City Council may approve.
- To see that all terms and conditions imposed in favor of the City in any public utility franchise or any contract, are faithfully kept and performed and upon knowledge of any violation to call the same to the attention of the City Council.
- Executes all deeds and contracts on behalf of the City when authorized by ordinance, resolution or motion of the City Council.
- To recommend to the City Council such measures as may be deemed necessary and expedient.
- Oversees the enforcement of the laws, statutes and ordinances of the federal, state and local government, as applicable.
- Has knowledge in economic development laws, incentives, and initiatives to lead the overall economic development of the city.
- Performs all other related duties as assigned.

Knowledge and Abilities:

- Must possess skills in interpersonal techniques and communications.
- Knowledge of the operation of local government, public finance and related law is a must.
- Must possess the ability to oversee several projects simultaneously, deal effectively with elected officials, department heads, employees and the general public.
- Additionally, the City Manager will attend any and all schools and seminars required by law in order to retain competency in those matters required.
- Minimum Education and Experience Required to Perform the Job:
  - **Education.** The City Manager should possess at least a bachelor's degree from an accredited college or university in a related field. (Exceptional work experience may substitute for a college degree.) Possession of a master's degree in a related field is preferable, or in the alternative a history of continued growth in management and leadership responsibilities, such as but not limited to Assistant City Manager, responsibilities and a record of and continued desire for personal and professional growth opportunities. Is or will become an active member of TML and TCMA.  
NOTE: Broad managerial experience in a related or similar field may suffice for a college degree.
  - **Experience.** The City Manager should have at least 5 years' broad experience in local government or business upper management. Knowledge of finance (municipal preferred), public works operations, infrastructure operations, water and wastewater treatment and planning preferred. Experience in capital improvements projects, as well as knowledge of state and federal grant and regulatory programs is also desired.
- Knowledge or Skill Proficiencies:
  - Knowledge of Federal, State and local laws / regulations bearing on City programs.
  - Knowledge of business practices and protocol.
  - In depth understanding of municipal operations.

- **Special Aptitudes and Abilities Required:**
  - Excellent verbal skills, both oral and writing. Must be able to make effective presentations to City Council, Social and Civil group, negotiate with high-ranking officials, and represent the City in formal, as well as informal, settings.
  - Outstanding managerial skills, to include ability to plan, organize, and direct multiple projects of significant importance to the public.
  - Ability to create a motivating work environment for managers of diverse talents and personalities.
  - Philosophy oriented toward serving the public and acting as role model for other employees' interactions with the public.
  - Outstanding problem-solving and analytical skills; Must be able to find solutions to problems for which there may be no precedent.
  
- **Required Licenses, Registries and Certifications:**
  - Valid Texas Driver's License and a good driving record.

Working Conditions (General):

- Position may involve extended periods of sitting and standing with some lifting; Frequently exposed to odors and fumes; Occasionally exposed to heat, cold, dampness, and bad lighting. Unlikely to sustain physical injury if care is exercised when traveling and arranging meeting room, or while engaged in other physical activity.
  
- Position incumbent is subject to considerable stress due to workload, budgetary responsibilities, and total management responsibility under uncertain or unstable economic conditions; Stressors include the management of highly charged political situations, and negotiating with individuals who may have conflicting personal agendas or views (City Council Members or City Council-Staff members).

Scheduled Working Hours:

- Full-time workweek is 40+ hours.
- Position requires a standard work schedule that will include evening and/or weekend hours.
- Attendance is an essential function of this position. Must report to work as scheduled and in a timely manner.
- Position may require 24-hour availability during emergency conditions.

**NOTE:**

Any applicant receiving a bona fide job offer for this position will be required to follow all procedures included in the Employee Handbook for newly hired employees, including but not limited to undergoing and passing a pre-employment physical examination, and criminal background check prior to employment.

All positions at the City of Richwood require documentation of employment eligibility in accordance with Federal employment law.

Communication skills in English are required for some specific assignments based upon job-related needs for communication with the general public and/or co-workers. Bilingual skills (Spanish/English) are encouraged, but not required.

**The above statements are intended to describe the general nature and level of work being performed by the person assigned to this job. They are not intended to be an exhaustive list of all responsibilities, duties, skills and physical demands required of the personnel so classified.**

**The Job Description does not constitute an employment agreement between the City of Richwood and the employee. This position is subject to change by the employer as the needs of the employer and requirements of the job change.**

**CITY OF RICHWOOD**  
**Job Description Supplement**  
**City Manager**  
**Approved 9-26-16**

## **Competencies Required**

To perform the job successfully, an individual should demonstrate the following competencies:

- **Analytical** - Synthesizes complex or diverse information; Uses intuition and experience to complement data.
- **Problem Solving** - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Develops alternative solutions; Works well in group problem solving situations; Uses reason even when dealing with emotional topics.
- **Project Management** - Communicates changes and progress; Manages project team activities.
- **Customer Service** - Responds to requests for service and assistance; Meets commitments.
- **Interpersonal Skills** - Focuses on solving conflict, not blaming; Maintains confidentiality.
- **Oral Communication** - Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.
- **Written Communication** - Writes clearly and informatively; Edits work for spelling and grammar; Presents numerical data effectively; Able to read and interpret written information.
- **Teamwork** - Exhibits objectivity and openness to others' views; Contributes to building a positive team spirit; Able to build morale and group commitments to goals and objectives.
- **Visionary Leadership** - Inspires respect and trust; Provides vision and inspiration to peers and subordinates.
- **Change Management** - Communicates changes effectively; Builds commitment and overcomes resistance.

- **Delegation** - Delegates work assignments; Matches the responsibility to the person; Sets expectations and monitors delegated activities; Provides recognition for results.
- **Leadership** - Exhibits confidence in self and others; Effectively influences actions and opinions of others.
- **Managing People** - Includes staff in planning, decision-making, facilitating and process improvement; Takes responsibility for subordinates' activities; Makes self available to staff.
- **Quality Management** - Looks for ways to improve and promote quality; Demonstrates accuracy and thoroughness.
- **Business Acumen** - Understands business implications of decisions; Aligns work with strategic goals.
- **Cost Consciousness** - Works within approved budget; Conserves organizational resources.
- **Diversity** - Promotes a harassment-free environment.
- **Ethics** - Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.
- **Organizational Support** - Follows policies and procedures; Supports organization's goals and values.
- **Strategic Thinking** - Develops strategies to achieve organizational goals; Adapts strategy to changing conditions.
- **Professionalism** - Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.
- **Adaptability** - Adapts to changes in the work environment; Manages competing demands; Changes approach or method to best fit the situation.

## Appendix B

### City of Richwood

